

**William and Barbara Leonard
University Transportation Center
California State University, San Bernardino**

STRATEGIC PLAN
(2006-2010)

Approved
November 7, 2006

Table of Contents

I. Program Overview	
A. Glossary	2
B. Center Theme	2
C. Center Director's Summary	4
II. Program Activities	
A. Research Selection	5
B. Research Performance	8
C. Education.....	9
D. Human Resources	11
E. Diversity	12
F. Technology Transfer.....	13
III. Management Approach	
A. Institutional Resources	15
B. Center Director	16
C. Center Faculty and Staff.....	16
D. Multiparty Arrangements	17
E. Matching Funds	17
IV. Budget Details	
Year-One Budget (01/01/2005 – 06/30/2007)	18
Appendix	
A. Baseline Measures.....	19

Section I. Program Overview

I. A. Glossary

ASHTO	American Association of State Highway Transportation Organizations
APTA	American Public Transit Association
CSUSB	California State University, San Bernardino
Caltrans	California Department of Transportation
Center	California State University, San Bernardino; Leonard, University Transportation Center
DOT	Department of Transportation (Federal)
HSI	Hispanic Serving Institution (Federal)
Inland Empire	Geographic area consisting of the more urbanized portions (approximately 4 million people) of San Bernardino and Riverside Counties
Leonard	CSUSB's university transportation center is named in honor of William "Bill" E. and Barbara "Bobbie" Leonard for the couple's long-time support of the university as well as the couple's commitment to education and to transportation issues.
LUTC	Leonard, University Transportation Center (As approved by the California State University Board of Trustees the formal name of the Center is the Bill and Bobbie Leonard University Transportation Center)
RCTC	Riverside County Transportation Commission
RFP	Request for Proposal
RITA	Research and Innovative Technology Administration
SANBAG	San Bernardino Association Governments and Transportation Commission
SCAG	Southern California Association of Governments
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act
TRB	Transportation Research Board
UTC	University Transportation Center

I. B. Center Theme

The theme of this Center is *Decision-Making and Management of Transportation Systems*. It reflects the commitment to provide local, state, and federal transportation providers with increased capability to produce improved transportation decisions and with the information and research resources to better manage transportation systems (including public transit) and transportation investments. The theme is consistent with DOT's Research and Development Plan and with strategic research goals articulated by TRB and Caltrans, as well as DOT's "Framework for a National Freight Policy." All of these documents call for greater research emphasis on system performance, operational efficiencies, analysis of costs and benefits, use of information systems, institutional and governance issues

TRB's "Critical Issues in Transportation, 2005" highlights the need to expedite "a decision-making process that has become slow and cumbersome" and goes on to state, "fragmented authorities and structures for decision-making and regulation inhibit the ability to address problems in highways, waterways, public transit, railroads, air transportation, and pipelines from a systems perspective."

The Inland Empire area of Region 9 is one of the fastest growing areas of the country, consisting primarily of Riverside and San Bernardino Counties, the two largest counties in the country. With a combined population of 4 million people, the area is experiencing severe transportation challenges.

In addition to dealing with rapid population and job growth, Southern California and in particular the Inland Empire also must deal with the rapidly expanding growth of port related cargo crossing through the area. Over two thirds of the total volume of containers imported through the Ports of Los Angeles and Long Beach (40% of all container movements in the United States are transported through these ports) leave Southern California to be consumed in other states. The air pollution, congestion, maintenance, and capacity impacts on the area's transportation system are profound. On the positive side, the logistics industry is providing many new jobs in the Inland Empire and Southern California.

Considerable transportation infrastructure is under construction with project management provided by a combination of agencies, most particularly Caltrans and Regional Transportation Agencies (such as SANBAG and RCTC in the Inland Empire). Funding for such projects comes from both state allocations of the portions of the state and federal gas tax) and increasingly from a local county ½ cent sales tax imposed by the voters in both counties. There are seven bus transit operating agencies in the Inland Empire and a commuter rail system (Metrolink) which is operated by a five county joint powers agency.

In this context the Inland Empire is an ideal laboratory for a UTC to build transportation educational resources and to study and analyze the processes of decision-making and management of transportation systems.

Decision-making: The transportation decision-making process in Southern California is undoubtedly one of the most complex in the nation. The present mix of decision-making authority among the key institutions (Caltrans, California Transportation Commission, Southern California Association of Government (the MPO for all of Southern California), the Regional Authorities (such RCTC, SANBAG, Orange County Transportation Commission, and the Los Angeles Metropolitan Transportation Commission) and the public transit agencies is not always clear. Projects of system-wide impact and need (meaning all of Southern California) do not necessarily receive the same level of support (or any support at all) in one county vs. another with the result often being no decision at all. Resolution of the goods movement issues is also evasive because decisions made by the private sector users (such as the shippers and railroads) have a critical impact on efficiency of the public transportation system. Such decisions are normally made independently without consultation or collaboration with other users. There is not an adequate institution encompassing all relevant public and private interests which is a focal point for negotiation and decision-making. In addition various state and federal planning, funding and operational regulations and legislation add complexity and often confusion.

For all of these reasons a focus on transportation decision-making with emphasis on documenting present shortcomings and making suggestion for changes is a priority, not only for

the Inland Empire but in all likelihood for most other urban and urbanizing areas throughout the country.

Management: With declining transportation resources the efficient management of the transportation system and transportation construction projects becomes even more critical. New wireless information sensors and systems such as GIS (Geographic Information Systems) and GPS (Global Positioning Systems) could be used to a greater extent to manage transportation facilities and operations. Though there is much discussion about use of performance measures implementation has been sporadic. Accelerated design and construction concepts, such as design-sequencing and design-build, have often met resistance. Operational issues, such as security, routing, congestion, air pollution concerning the flow of goods after leaving the air and sea ports are becoming more critical. The role and impact of public transit, though small now, merits attention as a possible way to reduce congestion. Time-of-day priced toll lanes have shown promise to increase traffic through-put and other market-based management tools may be appropriate.

Management issues affecting project delivery are becoming more convoluted. Though the regulations affecting project funding, development, and construction were created with good intent, the maze of federal and state regulations often create expensive and unnecessary barriers to the construction of transportation facilities. There are gaps in transportation information available to inform decision makers. It is envisioned that the theme *Decision-Making and Management of Transportation Systems* will facilitate a disciplined focus on an array of local and national issues, many of which have not received much attention from the academic community. With transportation employment increasing in Southern California, developing more undergraduate and graduate educational opportunities is imperative. Research in various aspects of transportation decision-making and management is clearly needed, and equally an aggressive program to increase the ability of the stakeholder agencies and companies to make use of this information is essential.

Though the Inland Empire is our natural laboratory the issues we will address affect many other parts of the State and Nation. The San Bernardino Center will address our theme from a local, regional, state, and national perspective.

I. C. Center Director's Summary

Director's vision is that the Center will become the regional resource for preparing new professionals in transportation careers and to provide information and assistance to transportation participants and stakeholders to meet regional, state, and national transportation needs. We intend to achieve this by:

- Increasing the number of transportation related courses and developing a transportation curriculum.
- Recruiting new students to CSUSB who have an interest in transportation and transportation related curriculum.
- Implementing a research identification and information process to disseminate and transfer data on transportation system enhancements that is driven by the needs of practicing

professionals including: regional and state transportation agencies (both highway and transit), private stakeholders in the transportation community and the DOT research priorities.

- Becoming known as a “neutral” table around which diverse viewpoints can be reconciled to better deal with the increasing complexity and challenges of providing mobility.
- Educating the public at all levels about transportation issues and solutions; and provide resources and support in developing greater collaboration on transportation issues facing Southern California and the Inland Empire.

It is the Director’s observation, after completing a career in public management, that most transportation agencies and many in the transportation private sector have a great deal to contribute to the process of building a research agenda which reflect real needs and have reasonable possibilities of being implemented. However, the process of obtaining such research ideas from operating agencies is usually cursory and does not go deep enough for research problem statements to reflect the specific needs of such agencies. It is the intent of this Center to develop a research agenda which aligns as closely as possible with the most serious research needs of transportation agencies and organizations, both public and private.

An Advisory Board representing a cross section of federal, state, regional, and private participants will be established. In addition great emphasis will be placed on maintaining contact with public and private stakeholders both in the development of our research agenda and with the implementation and transfer of research results. The UTC will become “facilitative” in emphasis in order to directly assist decision-making and management of transportation systems.

In the longer term it is envisioned that additional private and university resources will be made available. The California Department of Transportation (Caltrans) will provide the required matching funds. A substantial trust gift to the Center has already been received, though these resources are not yet available.

Section II- Program Activities

II .A. Research Selection

Research Selection Goal

An objective process for selecting and reviewing research that balances multiple objectives of the program.

1. Baseline Measures

Baseline information on the transportation research selection program at Cal State San Bernardino is reported in Appendix A.

2. Research Selection Program Outcome

The desired outcome of our research selection program will be to produce a scope of research projects which are responsive to the needs of the region's and state's public and private transportation and transit agencies, DOT, businesses, and practitioners. Specifically the outcome will be:

- Needs-based research projects which reflect the user's priority needs based on extensive contact and discussion with such users and which reflect Caltrans and DOT R&D priorities. It is anticipated that the majority of funding will be allocated to such needs-based research projects.
- Field-initiated research projects based on the submission of proposals from qualified research associates
- Projects which will leverage Center funding to expand the Center's research program.
- Research projects that help translate transportation findings and recommendations to a format and methods of presentation, which can be understood and used by transportation policy makers.

These projects will be consistent with the Center theme and focus areas. To support the achievement of the research goals we will establish a peer review process and procedures which are fair, focused on the highest priority projects, and which link our project selection process to the national research, development, and technology priorities of DOT.

3. Planned Activities

Project Identification: The **needs-based research** selection process will begin with interviews, meetings, and roundtables with transportation "users" with personnel at user agencies such as Caltrans, the regional transportation agencies (RCTC and SANBAG), the MPO (SCAG), transit operators, the California Transportation Commission, the U.S. Department of Transportation and private organizations and businesses.

This information will be presented to the Advisory Board which will establish criteria and priorities for the needs-based research projects. The Board will include representatives of DOT, Caltrans, CSUSB faculty, the regional transportation agencies and other public and private participants. The Center will conduct preliminary literature searches to guard against redundancy and to ensure relevancy in criteria and priorities.

Problem Statement Development: From this information and on an annual basis, the Center staff will develop problem statements summarizing the potential research focus areas. Because the framing of the problem statements is so important it is anticipated that some funds will be made available to transportation users to assist with the problem statement process. In addition, and as needed, Review Panels will be established to review and finalize the problem statements. These Panels, which will vary in composition for each project, will be composed of individuals from faculty (on and off-campus), business, and government who have expertise in the subject area.

Request for Proposals: Once the problem statements are selected the Center staff will prepare an RFP and distribute the RFP to qualified off-campus associates and on-campus research advisors or teams. It is anticipated that the Center will establish a research associate appointment process

for individuals not on the CSUSB campus, though whenever possible CSUSB students and faculty will be retained to conduct the research projects.

Project Selection: After the proposals have been submitted the Director and staff will, working with a Review Panel and/or others, review the proposals and rate the proposals using, at a minimum, the following criteria:

- Consistency with problem statement and RFP
- Relevance to solving transportation problems and potential for application
- Student involvement
- Appropriateness of budget
- Possibilities of additional funding
- Qualifications
- Degree to which the research product can be transferred to and used by identified user groups.

The Director will recommend to the Advisory Board a set of projects based on the ratings and priorities. The Advisory Board will review and approve the projects to be awarded. Prior to releasing funds recommended projects will be reviewed with Caltrans.

The annual field-initiated research project selection process will also be established. In this case funds will be made available to fund un-solicited research proposals from faculty and research associates. Using the information described in “Project Identification” for the needs-based research program (see 3. Planned Activities above) the Advisory Board will establish general guidelines and priorities for field-initiated research.

There will be a two-tiered submittal process. The first phase will require a short (4-5 pages) description. Such descriptions shall be submitted to the Director who will recommend to the Advisory Board which proposals based on Advisory Board guidelines, will proceed to the second phase. A Review Panel may be established to assist as needed. The second phase will require the applicant to submit a work program and after determining that the work program is consistent with the previous submittal the Director will award the contract.

It is the intent that, at least on an annual basis, the research agenda described above will be reviewed with the appropriate Caltrans staff in Sacramento. Criteria for project selection will include the following:

- Relevance to the Center’ theme and focus areas
- Reflective of research needs identified by DOT such as those documented in the May, 2006 “National Strategy to Reduce Congestion on America’s Transportation Network” and the FTA research priorities and those which support Caltrans research goals and objectives.
- Potential for solution of significant transportation problems as determined in the annual needs assessment process described above.
- Soundness and quality of the research plan
- Potential for state and national impact
- Relevance to research needs of regional and state practitioners
- Balance between student and faculty time devoted to the project

Prior to releasing funds all recommended projects will be reviewed with Caltrans.

4. Performance Indicators

CSUSB LUTC will develop a tracking system to report the status of the performance indicators listed in Exhibit A, “Reporting Requirements for University Transportation Centers.” This responsibility will be assigned to appropriate staff. LUTC will track indicators for all projects funded through the Center. Indicators, which reflect performance elsewhere at CSUSB will be obtained through the President’s office.

II. B. Research Performance

Research Performance Goal: an ongoing program of basic and applied research, the products of which are judged by peers and other experts in the field to advance the body of knowledge in transportation.

1. Baseline Measures

See Appendix A

2. Research Performance Program Outcomes

Our performance outcome goal is to produce high quality research results, which are relevant to real transportation problems, are understandable to the user groups, and can and will be implemented.

Practitioners and elected officials rarely have the time or inclination to “read” research reports to sort out what might be useable information and ideas. For research results to be used in the field there must be a process to involve potential user groups in the research process from the onset of each project.

We intend to build such user groups into each project and provide the opportunity for the research team to be involved in an iterative process with potential users as the project moves forward. This will be particularly important with our intended emphasis on assisting operating agencies to identify barriers to project delivery and to establish a research and facilitation process to address such issues.

Additional outcomes will be good working relationships with Caltrans, the Regional Transportation Agencies, the private transportation sector, and DOT.

3. Planned Activities

Communication: We will encourage strong working relationships and communication between the research teams and the identified user groups.

Expectations and monitoring: We will ensure that the principle researchers understand that they are expected to produce products and complete work within pre-established timeframes. Center staff will maintain contact with the principal investigators during the course of each project.

Peer review: All research will undergo a peer review process. In all cases final reports will be reviewed by Center staff for understandability and accuracy. Additional review process will be dependent on the nature of the research project. For some projects peer review will be done by qualified members of the Advisory Board, in others by experts in the field at academic and sponsoring organizations, and in others it may be appropriate to reconvene the original Review Panel.

Presentation and Publication: Research teams will be encouraged to plan and budget for presentation at research conferences and to seek publication of the research in refereed publications.

Identification of information system improvement opportunities: As appropriate projects will include an element which will require the research team to identify weakness, limitations, and potential enhancement in the transportation information systems as they experience such in the course of their projects.

Identification of new research opportunities: All projects will include an element which will require the research team to suggest topics and problem areas which should be addressed in future research projects.

One way to involve user groups in the research process which we are exploring is to provide research and facilitation resources in a joint effort with Caltrans, the regional transportation authorities and their state organization the Self Help Counties Coalition to improve the design and delivery process of construction projects. The leadership of Caltrans is very open to such joint efforts. There is a critical need to establish a process to document perceived barriers and to direct research to ways of reducing such barriers.

4. Performance Indicators

The UTC staff will develop and maintain record keeping procedures for research performance on an on-going basis. These results will be reported to RITA as required. The Center will track number of transportation research project proposals have been submitted; number of projects awarded; number of principal investigators in those projects awarded; and total cost of the projects.

II. C. Education

Education Goal: a multidisciplinary program of course work and experiential learning that reinforces the transportation theme of the Center.

1. Baseline Measures

See Appendix A

2. Education Program Outcomes

The overall outcome of the UTC will be to:

- Increase the number of transportation related courses in various disciplines
- Increase the opportunities for student experiential learning through research and internships.

The rapid increase of logistics employment in the Inland Empire requires the development of transportation curriculum which is responsive to this increased demand for logistics and transportation skills from the public and private sectors.

It will be our goal to provide options for students to obtain degrees with an “emphasis” in one of several transportation focus areas, i.e. logistics, transportation finance etc.

Reflecting the Center’s theme the courses will emphasize a management approach to transportation. Such emphasis will be in context of multidisciplinary course work including economics, public finance, environmental analysis, urban planning, and information systems.

3. Planned Activities

Faculty Development: Opportunities for faculty from various departments to discuss transportation issues, research collaboration, and curriculum will be established. These will range from informal brown bag sessions to inviting guest lecturers to speak on campus.

Faculty Recruitment: It is anticipated that UTC funds will be leveraged to recruit additional faculty providing joint faculty and Center appointments.

Internship referral program: An effort will be made to work with public transportation agencies such as Caltrans and the Regional Agencies to place students in internship programs. Such agencies have a continued need for both seasonal and year-round interns; some of which development into fulltime appointments.

Student participation in research: Through the UTC funded research program students will be provided with faculty directed field research opportunities.

Multidisciplinary courses reflecting the Center theme: Educating future managers and operators of the transportation system involves creating curriculum which integrates business management and public administration course work with transportation related curricula such as logistics, supply chain management, land use planning, environmental analysis, economics, public finance, and information systems (such as GIS and GPS- global positioning satellite). The Center will assist the Deans and faculty of the University Schools to create such course work.

Emphasis with a transportation focus: Work with the Colleges of Extended Learning, Business and Public Administration, and Social and Behavioral Sciences to develop transportation courses and related emphasis areas.

Extended Learning: Even though transportation employment has increased dramatically in recent years in service educational opportunities for transportation practitioners are limited. Working with the College of Extended Learning we intend to fund a survey of transportation practitioner educational needs. Such a survey should be helpful in creating new academic and extended learning transportation offerings.

California Logistics Institute: The LUTC will be participating in the California Logistics Institute in cooperation with the California Community College System to develop capacity and training in the area of logistics and transportation. The intent will be to create an integrated curriculum from K-12 through the California State Universities.

It is anticipated that funds for faculty release time to facilitate course development will be made available.

4. Performance Indicators

The UTC staff will develop and maintain record keeping procedures for education performance on an on-going basis. These results will be reported to RITA as required.

II. D. Human Resources

Human Resources Goal: an increased number of students, faculty and staff who are attracted to and substantively involved in the undergraduate, graduate and professional programs of the Center.

1. Baseline Measures

See Appendix A. Also please note that CSUSB does not award PhD's, and that the Performance Measure will always be zero for this category.

2. Human Resources Program Outcomes

The overall outcome of the UTC will be to increase the number of students enrolled in transportation related courses. The effect of this will be to increase the number of practicing professionals who are prepared to manage and operate public and private transportation systems and facilities.

UTC resources will be leveraged to attract an increased number of transportation-related faculty and staff. In addition it is anticipated that there will be significant faculty and staff involvement in Center activities and research.

3. Planned Activities

The structure of the Center will be attractive for both existing faculty participation and recruitment of new faculty. The Center's resources will make funding, equipment, and facilities accessible to faculty members.

New Faculty: The availability of UTC funding will provide leverage to attract new faculty. Discussions are underway regarding how joint appointments may be made both to the Faculty and the Center by allocating responsibilities accordingly. The Center will assist in the recruitment process as needed and the appointment would require concurrence of both the Center and the Dean of the School to which the faculty appointment would be made.

Student Awareness: The Center's activities will increase the awareness of potential students about transportation career opportunities and specifically about transportation educational opportunities at CSUSB.

Publications: We will promote the Center and the University's transportation educational opportunities through university and campus publications. As more courses are offered we will work with the appropriate Deans to provide specific and targeted information to attract students and to describe career opportunities in transportation.

Fellowship Program: The Center will develop a UTC Fellowship program of a scale which matches student needs and the growing number of students taking transportation courses. We will work with Deans to solicit applications and with Student Assistance to develop criteria and application process to generate maximum participation.

Outstanding Student of the Year: The Center will choose (or decline to choose) one Outstanding Student of the Year in transportation and shall award this student with \$1000 and the costs for the student to attend an award ceremony in Washington, DC during the annual winter meeting of the Transportation Research Board.

4. Performance Indicators

The UTC staff will develop and maintain record keeping procedures for human resources on an on-going basis. These results will be reported to RITA as required.

II. E. Diversity

Diversity Goal: students, faculty, and staff who reflect the growing diversity of the US workforce and are substantively involved in the undergraduate, graduate, and professional programs of the Center.

1. Baseline Measures

See Appendix A. Also please note that CSUSB does not award PhD's, and that the Performance Measure will always be zero for this category.

2. Diversity Program Outcomes

CSUSB is committed to excellence through diversity. The outcome of our program will be to have a sizable number of minority students involved in our programs with an overall goal of reflecting the University student racial profile in the transportation course enrollments. CSUSB is a "Hispanic Serving Institution" (HSI) and one of the leading Hispanic serving universities in the country. More than 35% of the student body is Hispanic; 13% is African-American. More than 50% of the students are below median income and are eligible for full federal financial assistance.

Given this demographic mix and that the logistics/transportation segment of the employment base of the Inland Empire is large and expanding it will be all the more important for the Center to provide transportation training and educational opportunities.

3. Program Activities

The Center will work with existing CSUSB programs to make students aware of our programs and to increase the number of minority students. Although the transportation sector has produced more new jobs than other sectors in the Inland Empire there have previously been few transportation course offerings at CSUSB. The University is committed to make efforts to increase student eligibility, to expand the pool of applicants, and to support students once they are on campus and the Center will provide support for these activities. Because CSUSB has a significant minority student body we do not foresee difficulty of achieving significant diversity of student participation. Should this not be the case we will have an approach to achieve such diversity.

- The Director will continue serving as Advisor to the newly formed Women's Transportation Seminar (WTS) whose membership is mostly women and is an important networking group for transportation professionals in Southern California.
- The Center will assist University efforts to recruit minority students
- It is anticipated that our scholarship program will assist some minority students to remain in school.

4. Performance Indicators

Though not required the Center will maintain data regarding women minority participation in our programs.

II. F. Technology Transfer

Technology Transfer Goal: availability of research results to potential users in a form that can be directly implemented, utilized or otherwise applied.

1. Baseline Measures

See Appendix A

2. Technology Transfer Program Outcome

The outcome of the technology transfer program will be:

- To deliver and transfer recent project results and information which is in a form which is usable by other researchers and transportation professionals
- To become integral to and accessible and valued by participants in the Southern California transportation community and Caltrans and the DOT
- To introduce technology and information through publications, presentations, and direct involvement with transportation providers
- To commercialize innovative ideas, products, and services
- To coordinate technology transfer activities with Caltrans
- To assist on-campus and off-campus faculty and other institutes and universities to disseminate research findings which are consistent with our theme to a wider and diverse audience
- To create an outreach program that will help breakdown the fragmentation of transportation decision-making and create a more collaborative approach to solving Southern California's transportation issues.

3. Planned Activities

As noted in the Research Performance section a premise of our research will be to work with a user group from the beginning of the project to establish how the research findings and information can be made most accessible and useable by the user community. In some cases this may involve facilitation of user groups by the research team to maximize their understanding and contributions to the effort.

Also as noted previously there will be an on-going effort to document the adequacy of transportation information systems and to suggest enhancements. It is envisioned that one aspect of the technology transfer program will be to identify these opportunities and work with users groups to increase the effectiveness of such systems and data bases. The technology transfer program will also include:

- An annual conference and/or targeted workshops for the transportation community.
- The development of a usable and helpful UTC webpage.
- Presentations to faculty
- A newsletter or semi-annual report and a brochure describing the UTC and its programs.
- Presentations by principal investigators and UTC staff at regional and statewide conferences.
- Use of video conferencing capability.
- Identifying and establishing partnerships with other universities and institutes to avoid duplication and to jointly sponsor events and conferences.
- Encourage use of traditional methods of academic research dissemination and encourage principal investigators to publish and present.
- Public education to inform and educate various publics about critical public transportation issues.

- Create and maintain of an up-to-date Internet home page which will describe the Center theme, programs and UTC reporting requirements. The site will also provide links to regional, state, and federal transportation resources, including other universities.
- Facilitated training programs using completed research with the objective to provide practitioners the tools and information to implement research findings, recommendations, and best practices.

4. Performance Indicators.

The UTC staff will develop and maintain record keeping procedures for the technology transfer program on an on-going basis. These results will be report to RITA as required.

Section III - Management Approach

III. A. Institutional Resources

The Center is established by the University as an independent organizational entity within the University, with the Center Director reporting directly to the Provost.



CSUSB service area

CSUSB is the sole public, comprehensive, regional university serving the Riverside-San Bernardino counties of Southern California. The campus offers more than 50 traditional baccalaureate and masters degree programs along with a wide variety of education credential and certificate programs to a student body exceeding 16,000. The University's service area is vast, extending from the Arizona border in the East to the Los Angeles county line in the West. The 27,400 square mile, two-county service area (San Bernardino and Riverside Counties) is the largest area served by any of the CSU campuses and is equal in size to 10 states, including Massachusetts, Maine, and South Carolina.

The student population of CSUSB reflects the demography of its service area. Fully 78 percent of its first-time freshmen are drawn from the region and 69 percent of all respondents to a recent survey indicated that the campus was the first and only choice. The campus has been designated a Hispanic-Serving Institution by the US Department of Education along with the award of a Title V Multi-Year Strengthening Grant. CSUSB is a full member of the Hispanic Association of Colleges and Universities (HACU).

The University is providing dedicated space in the research area within the College of Business and Public Administration building. (The relocation to this area will occur in late 2006 or early 2007) A conference room, with video-conferencing capability, is easily accessible. The new Social Science Building includes a GIS laboratory. ESRI, a leading GPS and GIS mapping enterprise, is a few miles away and we are discussing possible collaboration. Computing facilities and the library are continuously brought current, as new technology comes online.

Administrative support for pre-award activities of the Center CSUSB is provided by the Office of Research and Sponsored Programs. Post-award the Foundation for California State University, San Bernardino (Foundation) is the designated “Sponsored Programs Administrator.” Services provided by both offices have been and will be used extensively by the Center Director and staff.

III. B. Center Director

Norman R. King is the Center Director and will devote approximately one-half of his time to directorship responsibilities. Mr. King recently retired from a career in local government management, most recently as Executive Director of the San Bernardino County Transportation Authority and Commission which allocates transportation funds to member jurisdictions, constructs large scale freeway projects and which is actively involved in region-wide air pollution, goods movement, transit, and mobility issues.

The Center director will be responsible for the overall management of the Center, including reporting, matching fund solicitation, outreach, publications, education, development of the research agenda, and request for proposals/qualifications. The Director will be the point of contact with the CSUSB faculty and staff participating in the Center activities.

The Director will form an Advisory Board comprising representatives from faculty, transportation agencies and companies, Caltrans, and DOT. The Advisory Board will be used to invite suggestions for research, recommend research activities, and to assist in outreach and technology transfer activities. The Director will represent the Center at external meetings with both public and private agencies and will be the primary liaison with the DOT and Caltrans. The Center will be a member of the Council of University Transportation Centers (CUTC) and will meet regularly with other California UTC directors.

III. C. Center Faculty and Staff

The Director will spend approximately one-half time on Center responsibilities. The Center is a “start-up” UTC and as such it is understood that as we become operational and ratchet-up our activities over time that staffing requirements will be reevaluated and any needed modifications will be made.

Initially, we will be hiring a full-time Program Manager/Director who will be responsible for the day-to-day operation of the Center will be primary coordinator for several activities including outreach efforts, research proposal review, Advisory Board meetings, web-site etc. In addition there will be secretarial support and though initially this may not be a full-time position it will no doubt transition to full-time in the future. It is also anticipated that a Research Director/Associate Director, who will be a faculty member and will allocate 50-60% time to Center duties.

III. D. Multiparty Arrangements

CSUSB LUTC currently has no formal multiparty agreements. However, considerable effort will be made to collaborate with other universities, institutes and private sector groups with the objective to maximize co-sponsorship activities. We anticipate that we can be particularly helpful in assisting such institutions providing resources to expand the dissemination of reports and research to a wider and more diverse audience, particularly to transportation agencies and practitioners.

We are in discussion with CalPoly Pomona and San Luis Obispo about ways in which these Universities may be involved in our activities. Both schools have large civil engineer schools (which Cal State San Bernardino does not have) and such collaboration could benefit both the LUTC program and the Cal Poly institutions.

III. E. Matching Funds

The California Department of Transportation has committed to provide sufficient funds to meet the Center's matching requirements. The Caltrans funding will be used primarily to fund research projects and fund technology transfer projects.

In addition the Center will seek additional matching funds to exceed the dollar-for-dollar requirement by identifying possible grant and contractual relationships. We are most pleased that a sizeable gift to the LUTC has been made, though it will likely be several years before the funds become available for expenditure.

Section IV – Budget Details

University Transportation Center (UTC) Budget Plan

Name of Grantee: CSUSB – Leonard, UTC Grant Year: 07/01/2006 thru 06/30/2007
(Date) (Date)

CATEGORIES	Budgeted Amount	Explanatory Notes
Center Director Salary	\$122,429	Start 02-01-2006
Faculty Salaries	----	Anticipate funding in years 2, 3, & 4
Administrative Staff Salaries	----	Anticipate funding in years 2, 3, & 4
Other Staff Salaries	\$353,333	Includes staff salary for Program Coordinator and program activities: Research, Education, and Technology Transfer
Student Salaries	\$9,000	1-student 20hrs/wk x 45 weeks @ \$10.00
Staff Benefits	\$75,933	Includes other staff & other direct costs
Total Salaries and Benefits	\$560,695	
Scholarships/Tuition	\$30,000	
Permanent Equipment	\$25,000	
Expendable Property, Supplies, and Services	\$200,145	Includes one-time set-up expenses for new UTC
Domestic Travel	\$36,560	
Foreign Travel	----	
Other Direct Costs (Specify)	----	
Total Direct Costs	\$291,705	
F&A (Indirect) Costs	\$77,600	
TOTAL COSTS*	\$930,000	
Federal Share	\$430,000	
Matching Share (if applicable)	\$500,000	California Department of Transportation

*Includes Federal and Matching Shares

Appendix A: Baseline Measures for CSUSB LUTC

Research Selection

Number of transportation research projects selected for funding

0

- 1a. Number of those projects that you consider to be: basic research 0, advanced research 0, and applied research 0.
2. Total budgeted costs for the projects reported in 1 above. None

Research Performance

3. Number of transportation research reports published.

2

4. Number of transportation research papers presented at academic/professional meetings.

4

Education

5. Number of courses offered that you consider to be part of a transportation curriculum.

Undergraduate 7

Master's 0

6. Number of students participating in transportation research projects.

Undergraduate 2

Master's 0

Human Resources

7. Number of advanced degree programs offered that you consider to be transportation-related.

Master's Level 0

Doctoral Level 0

8. Number of students enrolled in those transportation-related advanced degree programs.

Master's Level 0

Doctoral Level 0

9. Number of students who received degrees through those transportation-related advanced programs.

Master's Level 0

Doctoral Level 0

Technology Transfer

10. Number of transportation seminars, symposia, distance learning classes, etc. conducted for transportation professionals. 0

11. Number of transportation professionals participating in those events. 0